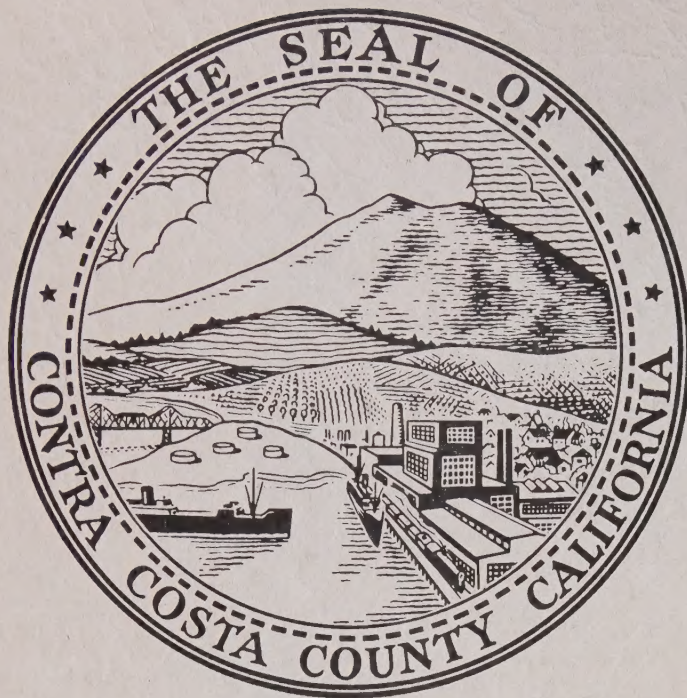


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A REPORT

OF THE

ECONOMIC DEVELOPMENT TASK FORCE

CONTRA COSTA COUNTY

REPORT
OF THE
ECONOMIC
DEVELOPMENT
TASK FORCE

April 19, 1983

Supported by a State of California Grant and the
Contra Costa County Private Industry Council

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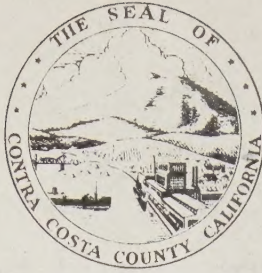
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Supervisor, District Five
Contra Costa County
Board of Supervisors



45 Civic Avenue
Pittsburg, California 94565
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April 19, 1983

Board of Supervisors
Contra Costa County
Administration Building
Martinez, CA 94553

SUBJECT: Report of the Economic
Development Task Force

Dear Board Members:

In August 1981, the Board of Supervisors took action to create the Economic Development Task Force. The Task Force was directed to explore ways to foster the maintenance of this county's jobs base, the creation of new jobs and the promotion of a positive business climate for economic development.

In recognition of the fact that efforts toward economic growth were already occurring, the Task Force was charged with concentrating its study on those areas in which improvement of the effort was needed. The attached report is the Task Force's response to that charge.

Where possible, the Task Force attempted to be action-oriented in its recommendations. However, where that was not possible due to the necessity in some areas for further deliberation by the Board of Supervisors, recommendations were provided and should be received as stimulus and input to the Board for subsequently addressing the whole area of economic development.

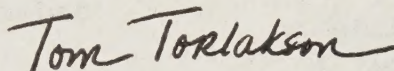
The Board will also note that since the inception of this Task Force, some actions have already been undertaken, either by the Board of Supervisors or other entities in the county, which in a number of instances were a result of the Task Force's discussions. Clearly, with the generation of ideas during its deliberations, people have taken the initiative to pursue and act upon those ideas.

The development of this report required a great deal of time and effort by the members of the Task Force. The members represented a good cross-section of the public and private sectors and their experiences and expertise which they brought to this endeavor enabled the Task Force to work in an effective manner. I wish to commend all those who participated in this effort for their valuable contribution. I would also like to commend the major staff effort provided through the Department of Manpower Programs with contributing staff support from the Planning and Public Works Departments.

It is also appropriate to acknowledge and express our appreciation for the financial support received from State CETA and the Contra Costa County Private Industry Council.

The members of the Task Force and staff are prepared to answer questions related to the findings and recommendations in this report.

Respectfully,

A handwritten signature in dark ink, reading "Tom Torlakson". The signature is written in a cursive style with a long, sweeping underline.

Tom Torlakson
Supervisor
District Five
(Chair, Economic Development
Task Force)

TT:gro

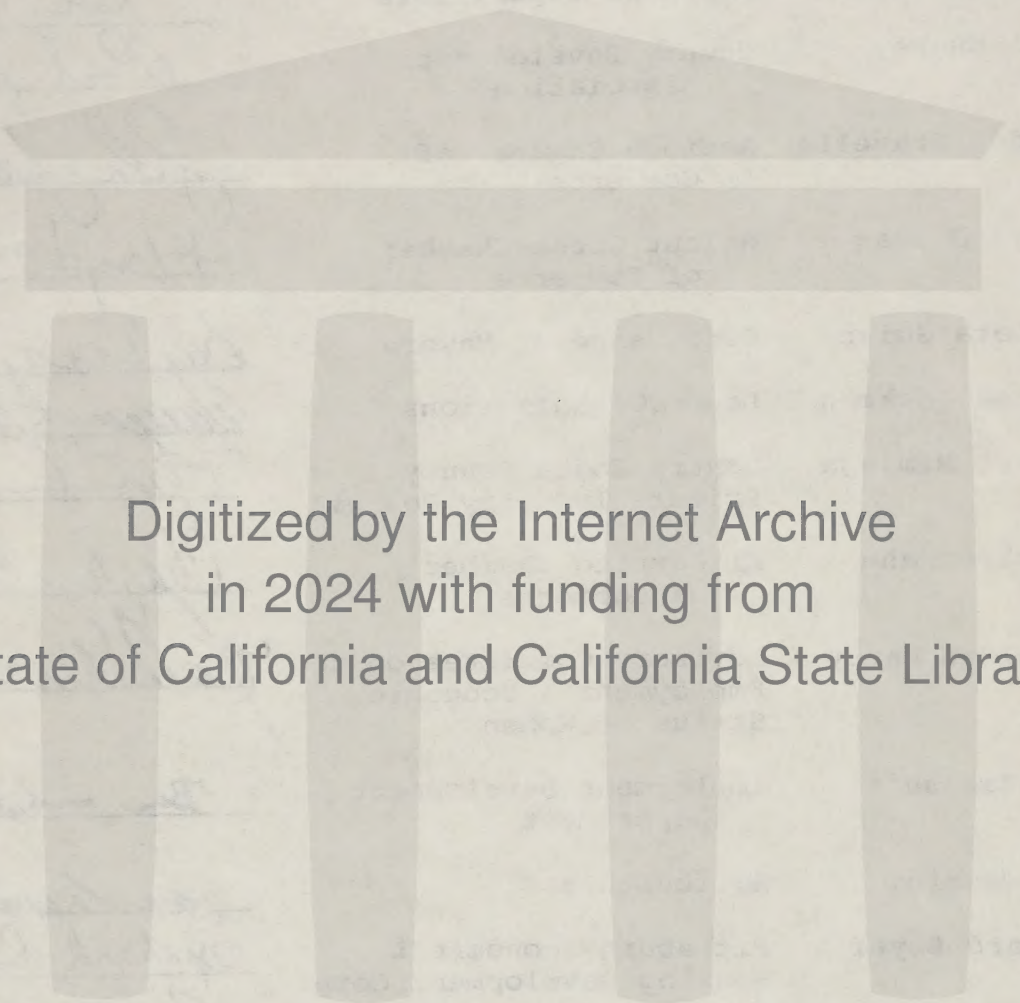
ECONOMIC DEVELOPMENT TASK FORCE

MEMBERSHIP

<u>Member</u>	<u>Representing</u>	<u>Endorsement Signature</u>
Tom Torlakson	Board of Supervisors	<u>Tom Torlakson</u>
Paul Hughey	County Development Association	<u>Paul Hughey</u>
Gordon Gravelle	Antioch Chamber of Commerce	<u>Gordon Gravelle</u>
Floyd Hosmer	Walnut Creek Chamber of Commerce	<u>Floyd Hosmer</u>
Barbara Guise	Conference of Mayors	<u>Barbara Guise</u>
Warren Jackman	Labor Organizations	<u>Warren Jackman</u>
Robert Mimiaga	Contra Costa County Private Industry Council	<u>Robert Mimiaga</u>
Charles Hahn	El Cerrito Chamber of Commerce	<u>Charles B. Hahn</u>
Kathleen Barry	Advisory Committee on the Employment & Economic Status of Women	<u>Kathleen Barry</u>
Ben Takesh'ta	Employment Development Department	<u>Ben Takesh'ta</u>
Lou Mangini	Agriculture	<u>Lou Mangini</u>
Richard Beyer	Pittsburg Economic & Housing Development Corp.	<u>Richard Beyer</u>
Carl Metoyer	Richmond Private Industry Council	<u>Carl B. Metoyer</u>
Joseph Campbell	Associated General Contractors	<u>Joseph Campbell</u>

Former Members (resigned):

Thomas Gee	Associated General Contractors
Arlie Hemphill	Lending Institution
Jerald Embree	Building Industry Association
James Bailey	Concord Chamber of Commerce



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INTRODUCTION

INTRODUCTION

In April of 1981, the Contra Costa County Board of Supervisors received a report from its Internal Operations Committee on the role of the County in economic development. The Committee recommended that the County assist positively in the economic development process by establishing a facilitating attitude and approach to job producing industrial and commercial development. The report further indicated that, though the economy of the county is generally healthy, residual economic development problems exist about which there is concern. These problems include declining industry and resulting unemployment for skilled workers in East County, pockets of high unemployment in areas such as Pittsburg and Richmond, the need to develop affordable housing in the proximity of commercial and industrial facilities now being developed, and the impact of development on the transportation system and supporting public services.

To further examine the role of the County in economic development, particularly in light of the problems that exist, the Internal Operations Committee recommended the establishment of a Steering Committee to make a preliminary appraisal of the County's current economic development efforts and submit a report to the Board for its consideration. If, as a result of the Steering Committee's review a further investigation appeared warranted, then the establishment of a Task Force was also recommended.

The Board accepted the Internal Operations Committee's recommendation and established a Steering Committee on Economic Development on April 21, 1981 (Appendix I - Board Order of April 21, 1981).

Between April and August 1981, the Steering Committee met, and as a result of its review, recommended to the Board of Supervisors that, due to the magnitude of problems related to economic development, a Task Force should be created to make an in-depth study and develop recommendations aimed at resolving the identified issue areas.

On August 25, 1981, the Board of Supervisors took action to create an Economic Development Task Force (Appendix II - Board Order of August 25, 1981). To insure widespread representation from the private and public sectors, the Board appointed a 17-member Task Force composed of representation from the following: Board of Supervisors, Chambers of Commerce (Antioch, Concord, El Cerrito, and Walnut Creek), Development Association, Conference of Mayors, Labor Organization, Private Industry Councils (Contra Costa County and Richmond), Advisory Committee on the Employment and Economic Status of Women, Employment Development Department, Agriculture, Pittsburg Economic and Housing Development Association, Building Industry Association, Associated General Contractors, and a Lending Institution (Appendix III - Members). Nine (9) of the

members on the Task Force were also members of the Steering Committee, which provided the Task Force with continuity from the Committee's initial review to its more in-depth study.

The primary responsibility for staff support to the Task Force rested with the Department of Manpower Programs. This was made possible by a grant received from State CETA and local support from the Contra Costa County Private Industry Council. In addition, staff from the Planning Department provided input and technical assistance to the Task Force in its deliberations on an ongoing basis, and staff from the Public Works Department assisted the Task Force in the development of the infrastructure section of this report.

WORK PLAN

WORK PLAN

The directive to the Task Force from the Board of Supervisors was to further explore the findings of the Steering Committee and prepare a definitive report for the Board of Supervisors with recommendations for resolving the identified issue areas. The Task Force was advised by the Board that it need not limit itself to only those areas identified by the Steering Committee, but if other issues came to light, to also provide recommendations for their resolution in the report.

Methodology

The Task Force commenced its work with the first meeting held on October 31, 1981. At this meeting, the membership reviewed the background leading up to the formation of the Task Force and the directives from the Board of Supervisors to this body. To accomplish their task, the members agreed to hold general meetings on a monthly basis, and to establish subcommittees to conduct more detailed study on the subject areas to be pursued. The frequency of the subcommittee meetings was left to the discretion of the individual committees. Those subcommittees that were established were: Balance Growth; County/Cities Linkages for Economic Development; Coordinative Linkages - Housing, Transportation and Business Development; Mechanism for Central Repository of Available Resources; and Utilization of the Labor Force/Child Care.

During the month of November, 1981, each of the subcommittees met to establish goals and objectives to be pursued as a more in-depth study of subject areas was undertaken. At the Task Force meeting in December, each subcommittee reported on the goals and objectives it had established. Following these reports, the Task Force as a whole developed statements of goals for itself which, in part, incorporated and expanded upon those established by the individual subcommittees.

The subcommittees met over a period of five (5) months to research the issues that were before them and reported their activities and findings to the Task Force at its monthly meetings. On occasion during this time, specific recommendations were submitted to the Task Force in relation to certain findings that the subcommittee members felt needed immediate attention by the Task Force and the Board of Supervisors. (Those recommendations that were subsequently acted upon by the Board of Supervisors are cited later in this report.)

The agenda for the monthly meetings of the Task Force itself were developed to provide the members with information on issues that were under study at the Task Force and/or subcommittee level. Consequently, in addition to receiving reports from its subcommittees, the Task Force also heard presentations on the following subjects:

"Overview of Economic Forecasts on the International
and National Level"

Presenter: Steven Dobson, Bank of America

"The Outlook for the Economy of Contra Costa County
for the Year 1985"

Presenter: Dennis Barry, Contra Costa County
Planning Department

"Housing Crisis"

Presenter: Warren Jackman, Contra Costa Building
and Construction Trades Council

"Housing Plans and Public Facilities Costs"

Presenter: Tom Torlakson, Supervisor, District V

"Regional Approach to Road Maintenance"

Presenter: Wes Wells and Jeff Slater,
Metropolitan Transit Commission

"Status of the Hoffman Freeway and Highway 4"

Presenter: Robert Jahrling, CALTRANS

"Economic Development in West County"

Presenters: Charles Hahn, El Cerrito Chamber of
Commerce
Arlie Hemphill, Bank of America
Lindy Hahn, El Cerrito Chamber of
Commerce

"Economic Development in West County"

Presenters: Paul Hughey, Contra Costa Development
Association

Floyd Hosmer, Walnut Creek Chamber of
Commerce

"Economic Development in East County"

Presenters: Mary Erbez, City of Pittsburg

Robert Selders, City of Brentwood

Barbara Guise, Conference of Mayors

Ed Spencer, Ambrose Recreation and
Parks District

Ray Vignola, City of Antioch

Gordon Gravelle, Antioch Chamber of
Commerce

Tom Torlakson, Supervisor, District V

"Economic Status of Women"

Presenter: Kathleen Barry, Advisory Committee on
the Employment and Economic Status of
Women

"Association of Bay Area Governments Task Force on the
Financing of Infrastructure - Findings and
Recommendations"

Presenter: Doug Detling, Association of Bay Area
Governments

"Status of the Proposed Fuel Tax Initiative"

Presenter: Michael Walford, Contra Costa County
Public Works Department

"Conference on Industrial Revenue Bonds"

Presenter: Richard Beyer, Pittsburg Economic and
Housing Development Corporation

"Training of County Labor Force Related to Economic
Development and Job Creation"

Presenters: Bettie Caldwell, Travelers Insurance
Company
Richard Fidler, Plantronics/Zehntel
Neil Barth, Worldwide Educational
Services
Dave Brown, Bi-Bett Corporation
Charles Priest, County Superintendent
of Schools
Tony Cannata, AFL-CIO Central Labor
Council
Ken Jackson, Contra Costa College
Syma Reynolds, Education Advocate
Webster Wilson, Industry Education
Council
Violet Smith, Contra Costa Crisis and
Suicide Intervention Center

"Economic Development Financing Tools"

Presenter: Richard Beyer, Pittsburgh Economic and
Housing Development Corporation

In the course of its deliberations, the Task Force also received written information, a list of which is provided as Appendix IV.

GOAL STATEMENTS

GOAL STATEMENTS

The goal statements formulated by the Task Force provided the basis around which information was gathered and researched, at both the Task Force and subcommittee levels. These goal statements of the Task Force are as follows:

Determine how to promote Economic Development through informing the community of the value and benefits that result from economic development (i.e., jobs, tax revenue).

Determine how to create a receptive climate for business, for industrial expansion and for new industry locating in the county.

Determine methods for utilization and expansion of current statistical data necessary for economic development using the resources of both the public and private sectors.

Determine how to ensure to the extent possible the balance between the availability of housing and the availability of jobs in all sections of the county as well as a balance in the type and mix of industry that will generate jobs.

Determine methods for supporting local, state and federal regulations that encourage economic development, and for discouraging those regulations which hinder development.

Determine methods for developing adequate infrastructure of transportation (for public use as well as to move products), police and fire services, and for insuring that sufficient money is available for such developments.

Determine how to provide for the full utilization of the county's labor force.

FINDINGS AND RECOMMENDATIONS

The Task Force acknowledged in its initial deliberations that economic development was already occurring in the county through a variety of efforts. In recognizing this, the Task Force chose to confine its efforts to those areas where improvements were needed. The following statements of findings and recommendations are a result of the Task Force's analysis of the data that it had gathered and researched in the area of economic development. The findings and related recommendations are presented within six (6) major headings which address the essential elements contained in the previously stated Goal Statements: (1) Overall County Plan, (2) Promotion and Marketing of Economic Development, (3) Assistance to Potential and Existing Businesses in the County, (4) Housing, (5) Infrastructure, and (6) Labor Force. Within each of the six (6) major headings, findings are presented along with the related recommendations. This format is used for ease of reading and quick reference between findings and subsequent recommendations. Where possible, in parentheses () at the end of each recommendation the action required and the appropriate responsible body to undertake the action is recommended.

FINDINGS
and
RECOMMENDATIONS

Overall County Plan

During the course of its deliberations, the Task Force became increasingly aware that the County's role in economic development was unclear. It became obvious that it was essential for the County of Contra Costa, as an entity, to clarify its role, its expectations, direction, and strategies in economic development if it was to effectively coordinate with other jurisdictions within the county as well as effectively work in partnership with the private sector. In order to undertake an effective effort in economic development, it is necessary that a plan which identifies roles, goals and objectives, linkages, financing tools, and methods of measuring success be developed and implemented.

Findings

(1) The County does not have clearly defined economic development goals and objectives. Although several aspects of economic development are implied in the General Plan, there is not a specific, single document which identifies the County's goals, objectives and activities in economic development.

(2) The Board of Supervisors has not charged any single entity with the overall responsibility for maintaining economic development expertise. It is recognized that as

opportunities have been presented, the County, either through the Planning Department, or the Development Association, has responded. Additionally, local response has been provided by cities, chambers and local development corporations. However, an ongoing mandate and funds have not been provided to sustain a full-time effort.

(3) There are economic development financing tools available which can provide assistance in implementing a variety of economic development strategies and options. While some cities have used these tools, they have not been fully utilized by the County. In addition, there is no established mechanism by which the County and cities can share information regarding what financing tools are available.

(4) The County and cities have no established policy or mechanism to effectuate a unified and coordinated approach to economic development.

(5) The County and cities need to be more aware of each other's general plans and economic development activities. There needs to be an enhanced awareness between cities and the County in such areas as land use policies, density design and development policies.

Recommendations

(1) That an Economic Development Plan be developed which identifies the County's overall goals, objectives, policies and programs for economic development. The plan should also outline specific roles and action plans. (See Conclusion for Recommended Action.)

(2) That in relation to the above plan, the Board of Supervisors mandate and fund an entity or entities to be responsible for maintaining and providing economic development expertise to the Board. (Same as #1)

(3) The plan recommended under #1 should include and identify economic development strategies and options the Board may wish to undertake, along with the available financing tools to implement those options. During the course of deliberations, the Task Force also considered the feasibility of supporting a lottery as a method of generating revenues. The Task Force recommends that the Board of Supervisors strongly consider such a proposal. (Same as #1)

(4) In developing the plan, consideration should be given to establishing a vehicle or mechanism by which information can be shared and efforts can be coordinated between the County and cities and business community in the area of economic development. (Same as #1)

(5) That the Board of Supervisors and Conference of Mayors encourage more cooperation and coordination between and among the County and the cities at all levels with respect to their land use policies, particularly in the areas of densities of use and compatability of uses. (Agreement of Board of Supervisors and Conference of Mayors)

Actions Already Initiated

The Task Force encourages the Board of Supervisors to continue its efforts to stabilize revenues provided by the State, including provisions for returning control of the expenditure of these revenues to local government entities of origin.

PROMOTION AND MARKETING OF ECONOMIC DEVELOPMENT

Two (2) essential ingredients to a successful economic development effort are promotion and marketing. Promotion assists economic growth by continuous communicating to the public, business and industry the value and benefits of locating, maintaining, or expanding operations in the county. Marketing is putting together a saleable package of incentives by combining private sector resources, local governance powers and available funding in concert to provide a stimulus and encouragement to businesses and industries in their location decisions.

Findings

(1) While there are localized efforts to promote and explain the value and benefits of economic development, there is no county-wide, comprehensive plan for the promotion of economic development activities to the public.

Less economically developed areas of the county, particularly in the unincorporated areas of East and West County, are not being successfully marketed. As these areas contain a sizeable portion of the labor force and are also where the potential for much of the county's affordable housing exists, economic expansion in these areas is desirable and needs to be enhanced.

There is no coordinated or comprehensive effort to assist businesses to locate or expand in the less economically developed areas of the county.

Recommendations

(1) As part of the Economic Development Plan recommended on page 15, Recommendation #1, an element for promoting and marketing economic development in the county should be included. This element should take into consideration the need to promote economic development, to market the less economically developed areas of the county and to assist businesses to locate or expand in these areas of the county. In developing the element all options addressing these needs should be reviewed for availability and feasibility and the element should include a comprehensive plan for marketing and promotion which specifies activities to be undertaken. It is also recommended that an entity or entities be designated by the Board to be responsible for ensuring implementation of the plan as approved by the Board. (See Conclusion for Recommended Action.)

ASSISTANCE TO POTENTIAL AND EXISTING BUSINESSES IN THE COUNTY

Pertinent information that is readily available and accessible to potential businesses making location or relocation decisions is of vital importance in attracting businesses to this county. At the same time, development of a healthy economic climate is essential to retaining existing businesses.

Findings

(1) There is a need for networking of information available to potential businesses, particularly developers, regarding each area of the county, financing opportunities for businesses and industries, availability and price of land, availability of transportation, affordable housing, schools, utilities and roads, and availability of a labor force. Ability to provide such information will assist potential businesses in deciding whether or where to locate in the county.

(2) Manufacturing industries not only provide jobs themselves, but also create jobs by attracting satellite industries. Thus it is advantageous to assist in retaining manufacturing industries in the county.

Recommendations

(1) That the Board of Supervisors identify an entity to develop an Information Resource Directory on information

resources which contains updated references for finding the provider of current information in such areas as financing, land, transportation, housing, schools, utilities and roads, local requirements for development, labor force, etc. It is also recommended that an entity be designated responsible for publicizing, circulating and maintaining the directory. (Refer to Board of Supervisors' Committee.)

(2) That the Board of Supervisors take an active role in enhancing and retaining present manufacturing industries, including actively supporting both state and federal legislation which will encourage these industries to remain in the county. (Adopt as an ongoing Board of Supervisors' Position.)

Actions Already Initiated

(1) The Board of Supervisors has taken action to fund the Land Development Information System. The Task Force recommends that the Board continue to support this system, which provides information needed by potential businesses. It is also recommended that this system be included in the development of the Information Resource Directory.

(2) The Board of Supervisors has undertaken a very positive step in creating the Land Use Regulation Procedures Advisory Group. This group is addressing the need of the County to streamline the development application process and to provide

businesses with assistance in obtaining permits and approval of projects. The Task Force recommends that the Board continue to support such efforts.

(3) The County, cities and special districts have taken positive steps to streamline the permit process, and to provide business with assistance in seeking permits. The Task Force recommends that these efforts be continued, and that the Board of Supervisors and Conference of Mayors cooperate in coordinating planning and establishment of fee structures.

HOUSING

With economic development and job creation, there is a demand for housing. As economic growth continues in this county, the demand for housing will increase. By the same token, an increase in the availability of housing is essential if economic growth is to continue.

Findings

(1) There is a lack of affordable housing available to residents and newcomers to the county, particularly for lower-level-income and mid-level management employees. This is an impediment to economic development. In addition, there is a need for more efficient use of land for housing.

Recommendations

(1) That the Board of Supervisors explore all available options to promote affordable housing during the Housing Element revision scheduled for adoption prior to July 1, 1984, particularly noting the approaches of other state and local jurisdictions. The promotion of such affordable housing need not be restricted to the development of new housing units, but should also include the preservation of existing affordability, primarily through the maintenance

of existing employment levels and through efforts aimed toward placement of employees whose jobs are lost, particularly in large-scale plant closings. (Board of Supervisors Direction and Referral to Director, Planning Department)

The most efficient of the noted options should be applied in experimental programs making the fullest use of existing public and private resources, including the County Housing Authority, Community Block Grant Advisory Committee, County Planning Department, as well as private developers, financing agencies and landowners. (Board of Supervisors' Adoption and Referral to Director, Planning Department)

Actions Already Initiated

(1) The Task Force encourages the Board of Supervisors to continue to explore ways to overcome high interest rates, using local tools such as mortgage bond programs. It also encourages the Board to continue its efforts to rehabilitate existing housing through Community Development Programs.

(2) The Task Force encourages the Board of Supervisors to continue to explore the provision of affordable rental housing opportunities through consideration of the

strategies suggested by the Housing Authority Advisory Commission in its report entitled "Affordable Rental Housing in Contra Costa County: A Blueprint for Action."

(3) The Task Force recognizes that the Board of Supervisors has by resolution directed the Planning Department to prepare an update to the Housing Element of the County General Plan, taking into consideration the concerns expressed in the "Housing Needs Analysis" prepared by the Coalition of Labor and Business of Alameda and Contra Costa Counties.

(4) The Task Force also recognizes that the Board of Supervisors has petitioned the President, the Congress and the Federal Reserve Board to adopt federal fiscal policies which will increase employment in the private sector; lower interest rates and stimulate the economy; and reduce the federal budget deficit. The Task Force agrees that such policies would promote an expansion of housing opportunities and increase housing affordability for all income segments of the population.

INFRASTRUCTURE

A significant factor in future business development in Contra Costa County is the availability of the necessary infrastructure for facilities and employees. Although the term infrastructure has been defined in numerous ways, it is basically the provision of publicly provided or required facilities such as a transportation network, transit service, storm drainage, sewer and water systems, schools, fire protection and police services.

Governments at the federal, state and local levels are principal providers of infrastructure and support services to the business and residential communities. To the extent that local government is an immediate provider and is charged with maintaining such infrastructure, it will need to adequately provide for an organizational structure and the resources necessary to provide services in a cost-effective manner. To this end the County is seeking, through innovative programs, ways of reducing duplication and increasing self-sufficiency.

Findings: General

(1) The recent downturn in interest rates, combined with the increasing interest by major San Francisco-based/Oakland-based companies to locate in Contra Costa County, will result in increased development activity and demand for services

throughout the county, particularly in the San Ramon area and Eastern Contra Costa County. The burden of providing the infrastructure for new developments has been shifting from the public sector to the private. New developments are being required to mitigate impacts they have on the community; however, some current requirements go beyond the mitigation of specific development impacts and provide benefits to the entire community.

State and local governments are beginning to reevaluate the means of providing infrastructure for new developments. The questions of "in lieu" fees, off-site improvements, community facilities, etc., are becoming major subjects of discussion with planning commissions, city councils and the Board of Supervisors.

(2) Many counties and cities in the state are developing "Public Facilities and Services Elements" in their general plans to address infrastructure issues. Other agencies are using the specific plan as a tool to develop implementation mechanisms for the provision of infrastructure.

(3) Developments in various parts of the county are constrained or affected by different issues. Traffic and circulation are major issues in West and Central County; the provision of sewer and water facilities are major problems in Eastern Contra Costa County. Adequate schools, fire protection and storm drainage are problems throughout Contra Costa County.

Small developments (minor subdivisions) present major problems for the provision of infrastructure due to their inability to finance the cost of necessary improvements (primarily road and drainage) at the time of development. The Board of Supervisors has undertaken a "Ranchette" study to determine future policy for small developments.

The developers of minor subdivisions are often granted exception to the more stringent requirements of local agency subdivision ordinances.

"Leapfrog" or dis-contiguous development and pressures for development in areas not served by adequate roads, storm drain facilities, domestic water and sewer make it difficult to assure the provision of an adequate infrastructure for future residents of the county. The Board of Supervisors, through current studies, is looking to mitigate costs and adverse impacts as a result of leapfrog development.

Pressures for development outside originally envisioned growth areas make it difficult to plan for infrastructure requirements. Spheres of influence within the county provide logical growth patterns for provision of infrastructure.

Recommendations: General

(1) That the Board of Supervisors and the Conference of Mayors, through the City/County Relations Committee, explore and develop adequate fee structure for on-site and off-site development costs. (Refer to City/County Relations Committee)

(2) That the Board of Supervisors expand the proposed scope of the Community Facilities Element for the County's General Plan (Board of Supervisors Adopt - Refer to Director, Planning Department)

(3) That the Board of Supervisors work with cities and other agencies to ensure a logical and orderly growth pattern which will not be wasteful or overly burden the existing infrastructure. (Board of Supervisors Policy Statement - to LAFCO)

Findings: Streets and Roads

(1) Contra Costa County and its seventeen (17) cities are currently responsible for operation and maintenance of approximately 2,600 miles of local streets and roads. According to a 1981 Metropolitan Transportation Commission study, the County needs to spend \$37 million for essential road maintenance. With a budget of \$22 million, the balance of \$15 million will increase the existing backlog of maintenance work needed.

The County and cities are singularly unable to finance all of the needed new road and street construction that is necessary to alleviate existing congestion as well as mitigate impacts of future developments. As a result, new developments are being required to finance an increasing share of new road and street construction within the county.

(2) There are inefficiencies in the delivery of road maintenance services to the residents of Contra Costa County. The County and most of the cities operate independent road maintenance facilities, creating a duplication of effort, especially in the areas of specialized equipment, purchasing and administration.

Construction standards are not uniform between the County and cities. As a result there are differing "standards" for drainage facilities, street signs, street lights, curb and sidewalk construction.

There is no consistent definition of arterials, collectors and minor streets in the general plan circulation elements of Contra Costa County and cities.

(3) Future extension and modification of the highways and major roads in the cities and throughout the county require the preservation of potential rights-of-way.

Recommendations: Streets and Roads

(1) That the Board of Supervisors support every effort to increase revenues for maintenance and construction of streets, roads and highways, in particular a gas tax increase. (Board of Supervisors Policy Statement)

(2) That the Board of Supervisors explore with cities the development of uniform construction and maintenance standards for Public Works. (Refer to City/County Engineers Association)

(3) That the Board of Supervisors within its powers should seek to preserve rights-of-way for future highway and major road development. (Board of Supervisors Policy Decision - Refer to Director, Planning Department and Director, Public Works Department)

Actions Already Initiated

(1) That the Board of Supervisors continue working toward the creation of a Countywide Advisory Committee on Transportation issues. It is recognized that cooperation of the cities and others must be secured to be effective. (Board of Supervisors Policy Direction)

Findings: Highways and Freeways

(1) Due to its insufficient capacity and heavy a.m. and p.m. peak hour congestion, the Interstate 680/Highway 24 interchange in Walnut Creek is an impediment to economic development to Central and Eastern Contra Costa County.

(2) Completion of major improvements to Highway 4, especially the segment between Interstate 680 and Eastern Contra Costa County, and a grade change to the Willow Pass segment, as well as the completion of the portion between Cummings Skyway and Interstate 80, are necessary to avoid seriously impacting economic development in Northern and Eastern Contra Costa County. The future development of Eastern and Southeastern Contra Costa County is contingent upon the future development of Highway 4 as a link between the major existing east-west and north-south highways.

(3) The current "county minimums" provision regarding the allocation of state and federal highway monies under California law is a serious threat to the continued funding of state highway and freeway construction in Contra Costa County.

(4) Many segments of the Interstate and State Highway system in Contra Costa County are inadequate to handle traffic volumes resulting from new development throughout the county.

There is a general lack of support for "innovative" projects on the state and federal highway system due primarily to a lack of awareness and understanding as to their potential benefits.

(5) Completion of the Hoffmann Freeway Project is critical to the economic development of the City of Richmond and Western Contra Costa County.

(6) At present Contra Costa County is lacking an overall sense of priorities for improvements to the State Highway system. MTC as a regional organization is not adequately able to address the local needs of Contra Costa County and its cities.

Recommendations: Highways and Freeways

(1) That the Board of Supervisors continue its policy of seeking state and federal funding to alleviate the congestion on Interstate 680 and Highway 24 in the Walnut Creek area. (Refer to Director, Public Works Department and County Administrator)

(2) That the Board of Supervisors pursue the development of Highway 4 and aggressively seek state and federal funding to implement improvements. (Refer to Director, Public Works Department and County Administrator)

(3) That the Board, through the County's legislative representatives, work to modify "county minimums" to ensure continued state and federal funding for highway projects. (Board of Supervisors Policy Direction - Refer to County Administrator)

(4) The Board of Supervisors direct the investigation of methods to improve traffic capacity. (Board of Supervisors direction to Director, Public Works Department)

Actions Already Initiated

(1) The Task Force found that the Hoffman Freeway needs to be completed in order to facilitate economic development in West County. In response to a recommendation regarding this issue from the Task Force, the Board took action by sending communications to President Reagan, Congressman Miller, and U.S. Senators Cranston and Hayakawa. These communications addressed the problem of right-of-way acquisition and design, the next phase in completion of the highway, which appeared was being delayed because the Environmental Protection Agency had not authorized the Federal Highway Administration to release funds to the State Department of Transportation. The Task Force commends the Board for taking this action, and encourages the Board to take

other steps if necessary to insure completion of the Hoffman Freeway.

(2) That the Board of Supervisors continue working toward the creation of a Countywide Advisory Committee on Transportation to address the local needs of Contra Costa County and the cities.

Findings: Transit

(1) Due to the generally lower housing costs in the eastern portion of the county, many people employed in Central and Southern Contra Costa County, as well as in Oakland and San Francisco, are choosing to locate in this area. In addition, the availability of affordable housing in Vallejo and Benicia as well as the Fairfield-Suisun area, is adding peak hour traffic to the already congested Interstate 80 corridor in Western Contra Costa County, as well as the Highway 24/Interstate 680 corridor in Central Contra Costa County. Traffic generated in these areas adds to the already existing congestion problems and will lead to congestion in areas that historically have not experienced major congestion.

Traffic from increased development in Northern and Eastern Contra Costa County can be mitigated with the proposed extension of BART. This is not, however, a realistic solution to the immediate and short-range problems in the area.

The Bay Area Rapid Transit District has allocated \$2 million for future station site purchases in Northern and Eastern Contra Costa County. It is anticipated that properties purchased utilizing these monies will be used on an interim basis as Park-Ride facilities.

The existing rail infrastructure, along with numerous abandoned railroad rights-of-way throughout Contra Costa County, creates an invaluable potential resource for future transit development in the county.

(2) Contra Costa County is unique in the Bay Area in that there are five (5) separate public transit providers serving the residents of the county. In addition to BART, AC Transit, Tri Delta Transit, West Contra Costa Transit Authority and Central County Transit Authority, there are many paratransit services. Although this diversity provides good local service in a county with many geographical boundaries, it prohibits efficient coordination and transfer between the systems. Consequently, a coordinated approach to transit is difficult given the diverse groups providing services.

The fact that Contra Costa County is served by five (5) separate transit providers suggests a duplication of effort, especially in the area of maintenance, purchasing and administration.

Major developments proposed in Southern Contra Costa County, as well as Northern Alameda County, increase the need for a coordinated approach to the provision of transit services.

Recommendations: Transit

(1) That the Board of Supervisors encourage by resolution:

BART to:

- develop additional Park/Ride facilities at future station sites in Northern and Eastern Contra Costa County;
- extend service to Eastern Contra Costa County;
- provide better feeder service to stations;
- encourage the preservation of rights-of-way for expansion

the PUBLIC to:

- support the increased use of van pools

(Board of Supervisors Resolution)

(2) That the Board of Supervisors continue working toward the creation of a Countywide Advisory Committee on Transportation issues, and to include in this committee's charge the investigation of short run solutions to traffic problems in East County prior to BART services as well as the solicitation of support for the continuation of TDA (Transportation Development Act) funds for local transit and seeking other revenue sources to provide for increased transit. (Board of Supervisors Policy Direction)

Findings: Schools

(1) The adverse impact of development on the school districts in Contra Costa County is similar to the situation faced by cities and counties relative to the provision of adequate road and drainage facilities--funds simply are not available to construct needed facilities in a timely fashion. There have been numerous suggestions of "in lieu" fees to be imposed on new developments to offset impacts on schools in addition to the already adopted interim schools facility fee.

Maintenance and improvements to schools are vital to continued economic growth of Contra Costa County.

(2) The "average household size" in Contra Costa County has declined during the last decade, thereby reducing the demand on our school system. Existing underutilized school facilities, however, are typically located away from growth areas, creating an increased demand for busing and/or the construction of new facilities in such growth areas.

(3) The fact that interim school facilities fees collected under current State law can be used only for portable classrooms unduly restricts the ability of Contra Costa County's school districts to provide for long-term needs of its residents.

Current State architectural and engineering requirements on the construction of school facilities are excessive and result in a significant increase in the cost of providing new school facilities.

Recommendations: Schools

(1) That the Board of Supervisors establish equitable and appropriate fees or subdivision conditions for new school facilities needed to offset impact of future development, while seeking all possible other sources of revenue, especially the expansion of the Leroy-Green Fund. (Board of Supervisors Policy Decision and Direction - Refer to Director, Planning Department)

(2) The Board of Supervisors in concert with the local school boards investigate new ways to maximize utilization of school buildings and grounds. (Board of Supervisors Policy Decision)

(3) The Board of Supervisors expand the Community Facilities Element of the County General Plan to include school facilities and work with the State Legislature to change State law pertaining to interim school facilities fees and to modify architectural and engineering requirements to be less restrictive. (Board of Supervisors Policy Statement and Direction - Refer to County Administrator and Director, Planning Department)

Findings: Storm Drainage

(1) Most of the older communities have inadequate drainage facilities. In addition to the immediate costs from storm damage, lack of drainage facilities depresses property values and adversely impacts the quality of life in these communities.

Many of the county's watersheds have inadequate flood control channel facilities both for capacity and maintenance.

Government funding for local drainage improvements is minimal. The primary source of funding such improvements is through development fees.

Recommendations: Storm Drainage

(1) The Board of Supervisors and the cities should formally recognize the need for the construction of adequate drainage facilities at the time of development, and that a cooperative effort be undertaken for a countywide capital improvement program for financing replacement and upgrading of existing facilities, and if needed conduct a reevaluation of drainage acreage fees.

(Board of Supervisors Policy Statement/Conference of Mayors Resolution and Involvement of Flood Control districts and City/County Engineers Association)

Findings: Water

(1) Low water quality and health risks exist in a number of areas of the county, which negatively affects the residents as well as industries and agriculture dependent on higher water quality.

Recommendations: Water

(1) That the Board of Supervisors take the lead in initiating an independent study for those areas where low quality water exists. The study should be completed within one year and identify solutions including a full examination of the merger between Contra Costa Water

District and East Bay Municipal Utility District as well as implementation of a plan to provide better water quality for the residents, industries and agriculture. The study should also include economic benefits to the county as a whole. (Board of Supervisors Decision)

Findings: Sewer

(1) Consolidated sanitation districts such as Central Contra Costa County Sanitation District and Sanitation District 7-A provide a cost-effective and efficient mechanism for the provision of sanitary services to the residents of the county.

There is a need for smaller sanitary districts to develop or update master plans to insure that facilities constructed in conjunction with new development are properly sized to accommodate planned future growth.

Ineffective or non-existent master plans may lead to the costly duplication of facilities or the removal and replacement of existing facilities due to inadequate capacity.

(2) There is an ongoing need for federal assistance to facilitate the development of adequate sanitation systems.

Recommendations: Sewer

(1) That the Board of Supervisors direct the completion of the countywide sewer facilities study, and, if appropriate, encourage the consolidation of small sanitation districts to achieve economy of scale. (Board of Supervisors Direction - Refer to Director, Planning Department and to the sanitation districts)

(2) That the Board of Supervisors, through the county's legislative representatives, encourage the continued federal funding of sewer and clean water grants. (Board of Supervisors Policy Statement and Implementation - Refer to Director, Public Works Department)

Findings: Fire Districts

(1) There is a need for a comprehensive countywide plan for the provision of fire facilities to insure that all residents of the county are afforded adequate fire protection services.

Contra Costa County has embarked on the development of a Community Facilities Element of its General Plan, the first section of which addresses the needs of the County fire districts. The County has completed a study of ways to improve fire services. The "Ryland Report" recommendations have not been fully explored for feasibility of implementation.

Recommendations: Fire District

(1) That the Board of Supervisors schedule hearings and workshops and direct that the impact of implementing the recommendations of the "Ryland Report" (regarding organization/structure, and services standards and equipment needs) be explored. The Task Force also recommends that hearings be held as soon as possible upon completion of the fire protection component of the Community Facilities Element of the General Plan. (Board of Supervisors Policy Direction - Refer to Director, Planning Department)

Findings: Aviation

(1) The County is an active partner in the aviation community of the Bay Area. Future development of the county will be facilitated by additional aviation facilities. However, there is no aviation master plan for Contra Costa County.

Recommendations: Aviation

(1) That the Board of Supervisors authorize an airport master plan study, recognizing that present and future aviation facilities should be fully planned and developed in accordance with a master plan which would give proper

notice to the surrounding jurisdictions and take into consideration the future aviation needs of the county, to include the economic benefits of additional aviation facilities in the East County area. (Board Policy Direction - Refer to Director, Public Works Department)

Findings: Port Development

(1) San Francisco comprises one of the finest inland, deep-water harbors in the world. Furthermore, Contra Costa County is an integral part of the harbors of the Bay Area with over 70 miles of shore line and is a major transshipper for bulk products; two-thirds of the tonnage that passes through the Golden Gate is in connection with Contra Costa ports. In addition to this, the county has a good road and rail system which could serve the expansion of the county's port facilities.

Recommendation: Port Development

(1) That the Board of Supervisors take an active role in the development of Contra Costa as a location for additional port facilities and encourage the full utilization of existing private ports in East County as well as exploring the feasibility of a new port facility in East County. (Board of Supervisors Policy Direction)

LABOR FORCE

A primary result of economic development activities is the creation of jobs. To insure the maximum utilization of the county's labor force in these jobs, county residents must be adequately trained to meet the employers' needs for a trained labor force. To achieve this, business, education, labor, etc. must work together to insure that businesses' needs are being met while at the same time county residents are being employed.

Findings

(1) Generally, a gap exists between what employers need and expect from the labor force and what they are getting (see Finding #2). Consequently, the county's labor force is not being fully utilized. Thus there is a need for increased communications between the business sector and educational systems/training programs. That is, there is a need for educators/trainers and employers at all levels to discuss and determine what skills and attitudes are needed for the job market. In addition, any agency responsible for coordinating communications between business and education should have an understanding of the relationship between business and education/training programs in order to provide the necessary coordination, continuity and organization.

(2) Employers feel that they are faced with two major problems when seeking satisfactory employees: 1) large numbers of entry-level employees lack a positive attitude towards work; and, 2) large numbers of entry-level employees lack specific competencies relative to entry-level positions in the job market.

(3) There is a need to retrain blue-collar workers in declining manufacturing jobs for the emerging jobs of the future.

(4) The older worker, the disabled, ethnic minorities, and especially women, particularly women members of these above-mentioned groups, are not able to benefit equally with white males in the opportunities resulting from the economic development occurring in the county. For example, statistically, women workers are concentrated in the lower paying job categories and consequently are generally underpaid and underutilized. There is a need for employers to be made aware of the gaps that exist in employment of these groups in the labor force, and of the benefits that they can receive as employers of people from these groups.

(5) There is a need to increase employers' utilization of existing employment-related training programs which have demonstrated effectiveness, as well as a need to enhance the image of these programs by publicizing their benefits to business.

(6) There is a continuing need to analyze job creation in growth industries, including satellite industry growth. Such analysis is essential to providing appropriate training and placement, and to addressing the trained labor force needs of business.

(7) There is an inability to achieve maximum coordination among agencies charged with addressing employment and training needs of the county because of restrictions on commingling of funds.

(8) In the past, some non-local development companies that have been granted approvals for large projects with significant off-site improvements have not used local contractors, suppliers or laborers in the construction of the projects, thereby limiting the direct economic benefits to the county of such land use decisions. In some instances, local firms have been prohibited from bidding on jobs due to unusually restrictive net worth requirements.

Recommendations

(1) That the Board of Supervisors encourage that forums be held at every level between the business sector and educational systems/training programs (i.e., local chambers of commerce and local school

boards, presidents of business firms and school superintendents/training program directors, supervisors/managers and teachers/trainers). This would provide a means by which educators and trainers can learn what employers' trained labor force needs are, and for employers to learn what the education system can provide. It would also provide a means for the education system to identify program or curricula changes which would meet the needs of business. The Task Force recommends that the Industry Education Council be recognized and supported as the organization responsible for undertaking this coordination effort, as well as for maintaining an overview of the relationship between the business community and schools/training institutions. In undertaking this coordination role, the Industry Education Council should insure that all appropriate bodies are involved in this effort. (See Asterisk * , page 52, for Recommended Action)

That the Board of Supervisors encourage that a campaign be conducted to publicize the importance of coordination between the business sector and educational systems/training programs, and that the Private Industry Council, in coordination with the Industry Education Council, should carry out this campaign through existing business and education media. (See Asterisk * , page 52, for Recommended Action)

(2) That the Board of Supervisors urge appropriate bodies, such as schools, parents, employers, employee organizations, and labor unions to undertake a campaign on four levels to address the problems of attitude and competency. These levels are: 1) teachers, working with employers, employee organizations and labor unions, stress with students (future employees) the importance of having a positive work attitude and of obtaining specific competencies; 2) parents work together with teachers to provide students with a good education that will prepare them for the work world; 3) employees, employee organizations, labor unions and employers work together to resolve competency and attitude problems which affect productivity; and 4) retraining programs stress the necessity of a positive attitude toward work, and stress the need for specific competencies relative to the job. It is also recommended that the Board of Supervisors cooperate with these bodies in every way possible. (See Asterisk * , page 52, for Recommended Action)

That the Board of Supervisors urge the educational systems and training programs to provide underemployed and unemployed entry-level job-seekers, particularly women, with motivational training which encourages them to enter such expanding job markets as the high technology field. They should also emphasize other expanding non-traditional job markets women do not traditionally enter. (See Asterisk * , page 52, for Recommended Action)

(3) That the Board of Supervisors encourage the Private Industry Council and other involved agencies to continue their efforts, as well as encourage the education systems and training programs, in coordination with business, to undertake an aggressive effort to retrain blue collar workers for emerging jobs in the county. It is also recommended that the Board cooperate with this effort to the fullest extent possible. (See Asterisk * , page 52, for Recommended Action)

(4) That the Board of Supervisors urge the Private Industry Council and the Advisory Committee on the Employment and Economic Status of Women to conduct a publicity campaign with employers. Such a campaign should give a breakdown of the county labor force resources, and a description of positive benefits to employers who hire the older worker, the disabled, ethnic minorities and women in all levels of present and future jobs. A campaign should also inform employers of the benefits of using alternative work options (e.g. job sharing). It is also recommended that the Board cooperate with this effort to the fullest extent possible. (See Asterisk * , page 52, for Recommended Action)

(5) That the Board of Supervisors encourage that a public relations effort be undertaken by the Private Industry Council to inform employers of existing employment-related training programs which are effective, and to inform employers of the benefits that they can receive from these programs. It is also

recommended that successful training programs be publicized in order that they can be utilized as training program models. (See Asterisk * , page 52, for Recommended Action)

(6) The Private Industry Council has developed a comprehensive labor market analysis, which the Task Force understands PIC plans to update. It is also recommended that this update be circulated to existing and new firms, to education and training institutions, and to agencies operating employment and training programs. (See Asterisk * , page 52, for Recommended Action)

(7) That the Board of Supervisors, Private Industry Council and Employment Development Department work closely together and with other employment and training providers, as specified in the new federal Job Training Partnership Act of 1982. (See Asterisk * , page 52, for Recommended Action)

(8) That efforts by agencies of the County to promote economic development include the active encouragement of firms locating in the county to make the fullest use of local business and labor. (See Asterisk * , page 52, for Recommended Action)

That, in considering large development projects in which claims of economic benefit to the county are put forward in support of the project, the Board of Supervisors

request the applicant to specify the economic benefits in terms of short- as well as long-term county employment. (See Asterisk * , below, for Recommended Action)

That the proposed Information Resource Directory, which is recommended on page 19, include updated references for finding local business organizations with brochures or listings describing local development resources offered in the county. (See Asterisk * , below, for Recommended Action)

- * Since the development of these recommendations, the Board of Supervisors has secured a Housing and Urban Development (HUD) grant which provides for technical assistance by the Stanford Research Institute and the National Alliance of Business to further develop linkages between economic development and employment and training. The Task Force recommends that the Housing and Urban Development (HUD) grant be utilized to address these recommendations in the development of linkage mechanisms.

Actions Already Initiated

(1) The Board of Supervisors has recognized that there are barriers to full utilization of the labor force, including inadequate and inaccessible child care. As recommended by the Economic Development Task Force, the Board agreed that the Children's Council should be included in the development application distribution process, and directed the Planning Department to refer applications to them, when warranted, for assessing child care needs. In addition, the Board directed that a

letter be sent to each of the cities in the county suggesting that a similar process be instituted in their respective jurisdictions. This approach would inform the Children's Council of developments where child care would be an issue. The Council could then independently contact developers and employers to explore child care options which are available. The Task Force commends the Board for the action it has taken in this matter.

(2) In response to a recommendation by the Task Force, the Board of Supervisors took action regarding the need to develop an early response mechanism for plant layoffs and plant closures in order to assist dislocated workers, particularly those from heavy industry. At the Board's request PIC reviewed this situation and recommended application for funds to the State to develop a Worker Assistance Center. The funds have been awarded, and the Worker Assistance Center is now being developed under the auspices of the PIC, with assistance from the Department of Manpower Programs.

CONCLUSION

CONCLUSION

A number of outstanding issues related to economic development in this county which need to be addressed have been identified and recommendations provided. Where possible, the Task Force has recommended referral to the appropriate body for action.

Six (6) major recommendations have emerged:

- (1) The County needs to clearly define its role and related goals in economic development and legitimize that role and goals through documentation;
- (2) there needs to be a coordinated, unified marketing program which brings together all existing marketing efforts;
- (3) there needs to be assistance to existing and potential businesses through information provision and legislative support;
- (4) the Board of Supervisors is commended for its efforts in housing and needs to continue its aggressive pursuit of affordable housing through use of mortgage bond programs, Community Development Programs, and Housing Authority activities;

- (5) there needs to be a coordinated effort in securing the funding to address the needed infrastructure and service improvements required to support economic development; and
- (6) as economic development creates jobs, there should be a commensurate effort through education, employment and training programs, and incentives to insure maximum utilization of the labor force.

In terms of Housing and Infrastructure (#4 and #5), there are actions in these areas that take policy determination, referral to appropriate bodies, and continued effort by the Board. In terms of the Labor Force (#6), the Housing and Urban Development (HUD) grant should be utilized to address this component in establishing linkages between economic development and job training.

As for recommendations #1, #2, and #3, above, it is the recommendation of this Task Force that the Board of Supervisors aggressively pursue the identification of its role in economic development and take the lead in establishing a vehicle or mechanism which will be responsive to the Board's role, and which can effectively address the promotion and marketing aspects of economic development as well as provide assistance to retaining existing businesses.

In developing such a mechanism or vehicle, the Task Force recommends that such existing entities as the Private Industry Council, the Development Association, or an existing economic development corporation should be considered as well as exploration of creating an economic development corporation or an economic development commission whose members would include representatives from the County, cities and the business community.

In conclusion, there are recommendations in this report that the Board of Supervisors can act on now, including referring to appropriate bodies. There are others which the Board may wish to take under advisement. The Task Force does recommend to the Board of Supervisors that it take aggressive action to identify its role in economic development and develop a vehicle that will be responsive to that role.

APPENDICES

Appendix I
IN THE BOARD OF SUPERVISORS
OF
CONTRA COSTA COUNTY, STATE OF CALIFORNIA

In the Matter of Internal Operations)	
Committee Report on Process for)	
Considering Role of the County in)	April 21, 1981
Economic Development)	
)	

The Internal Operations Committee at its meetings of March 9 and March 23, 1981, reviewed what actions the county could take to facilitate economic development in the county. It heard from Paul Hughey, Manager of the Contra Costa County Development Association, and A. A. Dehaesus, County Planning Director, both of whom indicated that the economy of the county is generally healthy but the Committee is nevertheless concerned about residual economic development problems including declining industry and resulting unemployment for skilled workers in East County, pockets of high unemployment in areas such as Pittsburg and Richmond, the proximity of affordable housing to commercial and industrial facilities now being developed, and the impact of development on the transportation system and supporting public services. The trend away from heavy industry and agriculture in the county and towards service and commercial and retail activities was noted, together with an emerging trend towards major office facilities, especially in South and Central County. In this connection, the Committee noted the capacity through its Manpower Department to assist in providing training for a labor force which the developing firms will require.

As a result of its review, the Committee recommends that the county assist positively in the economic development process by establishing a facilitating attitude and approach to job producing industrial and commercial development. It recommends that the county's facilitating role be exercised on the basis of the following guidelines:

1. The capital investment and decision making role in economic development appropriately rests with the private sector.
2. Board members and county officials should assist the private sector capital investment process by being supportive and cooperative.
3. Facilitating economic development may be dependent upon better communications and responsiveness among county programs, other public agencies and private sector interests.
4. The county's supporting role in this area should directly involve and build upon work and interests of industrial associations, chambers of commerce, city governments, major business and organized labor and be coordinated with environmental groups working in the field.
5. An opportunity to enhance the effectiveness of county programs related to economic development is likely since this has not been an emphasis or focus in recent years.

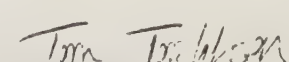
Upon review the Committee believes that an appropriate process for examining further the role of the county in economic development would be by appointment of a steering committee comprised of five to seven knowledgeable persons to make a preliminary appraisal and



furnish a report for Board consideration. If, as a result of this review, a further investigation appears appropriate, the Committee recommends establishment of a task force to make an in-depth study and that the steering committee be charged with furnishing recommendations on the charge, size, composition and representation on such a task force.

Appointment of a steering committee comprised of persons knowledgeable in the field, such as the Chairman or Executive Director of the Development Association, of the Overall Economic Development Program, of the Private Industry Council, of the City Chambers of Commerce, together with a representative of the Mayors Conference, of organized labor and Board of Supervisors member, is recommended as the initial implementing action. The Planning and Manpower Departments have indicated they can furnish necessary secretarial and staff support.


ROBERT I. SCHRODER
Supervisor, District III


TOM TORLAKSON
Supervisor, District V

IT IS BY THE BOARD ORDERED that the recommendations of the Internal Operations Committee are APPROVED.

PASSED on April 21, 1981 by the following vote of the Board:

AYES: Supervisors N. C. Fahden, S. W. McPeak, T. Torlakson, and T. Powers.

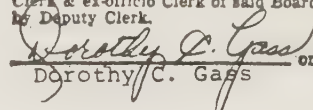
NOES: None.

ABSENT: Supervisor R. I. Schroder.

cc: County Administrator
Director of Planning
✓Director, Department of
Manpower Programs
Contra Costa County
Development Association

CERTIFIED COPY

I certify that this is a full, true & correct copy of the original document which is on file in my office, and that it was passed & adopted by the Board of Supervisors of Contra Costa County, California, on the date shown. ATTEST: J. R. OLSSON, County Clerk & ex-officio Clerk of said Board of Supervisors, by Deputy Clerk.


Dorothy C. Gass on April 21, 1981

Appendix II

IN THE BOARD OF SUPERVISORS OF CONTRA COSTA COUNTY, STATE OF CALIFORNIA

In the matter of Establishment of)
Economic Development Task Force.)

August 25, 1981

The Board on April 21, 1981 having established a Steering Committee on Economic Development to make a preliminary appraisal of the County's current economic development efforts and to submit a report and recommendations thereon for the Board's consideration; and

Supervisor Torlakson, Chairperson of the Economic Development Steering Committee, this day having presented the Committee's report (copy attached) which sets forth certain findings and makes the following recommendations:

- (1) That an Economic Development Task Force be established by the Board of Supervisors;
- (2) That membership of the Task Force include the nine current members (Overall Economic Development Program representative not included) of the Steering Committee plus representatives from the Employment Development Department, Agriculture, the Richmond Private Industry Council, the Pittsburg Economic & Housing Development Corporation, the Building Industry Association and the Association of General Contractors for a proposed total membership of fifteen (15); and
- (3) Objectives and directives to the Task Force are incorporated in the attached Steering Committee report; and

Supervisor McPeak having recommended that the membership of the Task Force be expanded to include a representative from the Task Force on the Employment and Economic Status of Women; and

Supervisor Powers having suggested that a lending institution category also be included in the composition of the Task Force and having recommended that the matter be referred to the Internal Operations Committee (Supervisors Schroder and Torlakson) for review;

IT IS BY THE BOARD ORDERED that receipt of the report of the Economic Development Steering Committee is ACKNOWLEDGED, the recommendations of the Steering Committee including the recommendations of Supervisors McPeak and Powers are APPROVED, and staff is DIRECTED to proceed with the recruitment process necessary to complete the membership on the Economic Development Task Force.

PASSED by the Board on August 25, 1981 by the following vote:

AYES: Supervisors Fahden, Schroder, McPeak, Torlakson, Powers.
NOES: None.
ABSENT: None.

cc: Task Force Appointees (9)
via Manpower Dept.
Director, Department of
Manpower Programs
Director of Planning
County Administrator
Internal Operations Cte.

CERTIFIED COPY

I certify that this is a full, true & correct copy of the original document which is on file in my office, and that it was passed & adopted by the Board of Supervisors of Contra Costa County, California, on the date shown. ATTEST: J. R. OLSSON, County Clerk & ex-officio Clerk of said Board of Supervisors, by Deputy Clerk.

Vera Nelson Aug. 25, 1981

REPORT OF THE STEERING COMMITTEE ON ECONOMIC DEVELOPMENT

Background: On April 21, 1981, the Board of Supervisors took action to create a Steering Committee on Economic Development which was charged with making a preliminary appraisal of Contra Costa County current economic development efforts and, if as a result of their review the establishment of a Task Force to make an indepth study was warranted, the Steering Committee would furnish recommendations on the charge, size, composition, and representation of such a Task Force. (A copy of the 4/21/81 Board Order is attached for ease of reference.)

Steering Committee members subsequently appointed by the Board were as follows:

Paul Hughey	Contra Costa County Development Association
Gordon Gravelle	Antioch Chamber of Commerce
Floyd Hosmer	Walnut Creek Chamber of Commerce
Charles B. Hahn	El Cerrito Chamber of Commerce
Barbara Guise	Contra Costa Mayors Conference
Warren Jackman	Contra Costa Building & Construction Trades Council
Richard Fidler	Private Industry Council
Seth Steiner (Recently replaced by Carol Mitchell)	Overall Economic Development Program
Jim Bailey	Concord Chamber of Commerce

Supervisor Tom Torlakson served as chairperson.

The Steering Committee met on June 19, July 2, and July 24 to fulfill its charge and this report constitutes its findings and recommendations.

Findings:

1. The Steering Committee finds that the county should assist positively in the economic development process by establishing a facilitating attitude and approach to job producing industrial and commercial development.
2. The Steering Committee finds that the county's facilitating role be exercised on the basis of the following guidelines:
 - A. The capital investment and decision making role in economic development appropriately rests with the private sector.
 - B. Board members and county officials should assist the private sector capital investment process by being supportive and cooperative.
 - C. Facilitating economic development may be dependent upon better communications and responsiveness among county programs, other public agencies and private sector interests.

- D. The County's supporting role in this area should directly involve and build upon work and interests of industrial associations, chambers of commerce, city governments, major business and organized labor and be coordinated with environmental groups working in the field.
 - E. An opportunity to enhance the effectiveness of county programs related to economic development is likely since this has not been an emphasis or focus in recent years.
- 3. The Steering Committee finds that though there is rapid growth of economic development in the County, there is a lack of balance in that growth.
 - 4. The Steering Committee finds that there currently exists contractions in the development process which negatively impact on economic development. Regional, State and Federal agency goals and regulations often conflict with local government needs and wishes. Additionally a review needs to be conducted to determine how the county development process can be streamlined and made more effective.
 - 5. The Steering Committee finds that effective coordination and communication are essential to economic development. There currently exists considerable need for coordination between housing, transportation and business development. Currently there is inadequate affordable housing to either buy or rent (There is a clear connection between economic development and

the need for housing at all price levels to meet the housing needs of future employees.) Also there is inadequate transportation systems (public transportation, roads, etc.) and inability to provide support services (schools, fire protection, police services, etc.) to the labor force of both existing and developing business! Communication between the county, cities and agencies engaged in economic development needs to be more effective and ongoing, especially in the planning stages to improve coordination and avoid overlapping jurisdiction problems.

6. The Steering Committee finds that there is a general lack of knowledge regarding available resources (i.e. land, space, monies). Currently there is no central repository of knowledge regarding available resources in Contra Costa County. Additionally known resources need to be reviewed for improved application toward economic development.
7. The Steering Committee finds that economic development also must include preservation and enhancement of existing business and industries.
8. The Steering Committee finds that there needs to be clearly delineated and established policy direction at both the county and city level to effectuate a unified approach to economic development.

9. The Steering Committee finds that an essential component of economic development is the availability of a labor force. Barriers to full utilization of our labor force include inadequate and inaccessible child care and employers unwillingness to hire handicapped and/or disabled persons. Attention must be directed toward eliminating such barriers to have a fully productive labor force.

Our conclusion and recommendations, as a result of these findings, are as follows:

Recommendations:

1. That a Task Force on Economic Development be established by the Board of Supervisors. The County is in a position to serve as a focal point for facilitating economic development efforts.
2. That membership of the Task Force include the nine current members of the Steering Committee plus representatives from the Employment Development Department, Agriculture, the Richmond Private Industry Council, Pittsburg Economic & Housing Development Corporation, the Building Industry Association and the Association of General Contractors for a proposed total membership of fifteen (15). This recommendation was made to insure a broad and adequate range of representation so multiple representations were accommodated.

3. That the objective of the Task Force be to further explore the findings of the Steering Committee and prepare a definitive report for the Board of Supervisors giving its recommendations for resolving the identified issue areas. The Task Force should not be limited to these initial issues, but if others are subsequently identified, recommendations for resolution should also be included in their report.
4. Ways and means to provide infrastructure to support needed economic development and affordable housing should be fully explored.
5. That the primary responsibility for staff support would rest with the Manpower Department. Monies from the Title VII Private Sector Initiative Program have been set aside for this purpose and the Chairman of the Private Industry Council is aware and supportive of this County effort. However, staff from County Departments, such as Planning, and other agencies will need to be available to provide input and technical assistance to the Task Force in its deliberations.

Appendix III

ECONOMIC DEVELOPMENT TASK FORCE

MEMBERSHIP

<u>Member</u>	<u>Representing</u>
Tom Torlakson	Board of Supervisors
Paul Hughey	County Development Association
Gordon Gravelle	Antioch Chamber of Commerce
Floyd Hosmer	Walnut Creek Chamber of Commerce
Barbara Guise	Conference of Mayors
Warren Jackman	Labor Organizations
Robert Mimiaga	Contra Costa County Private Industry Council
Charles Hahn	El Cerrito Chamber of Commerce
Kathleen Barry	Advisory Committee on the Employment and Economic Status of Women
Ben Takesh'ta	Employment Development Department
Lou Mangini	Agriculture
Richard Beyer	Pittsburg Economic and Housing Development Corporation
Carl Metoyer	Richmond Private Industry Council
Jerald Embree	Building Industry Association
Thomas Gee/ Joseph Campbell	Associated General Contractors
Arlie Hemphill	Lending Institution
James Bailey	Concord Chamber of Commerce

Appendix IV

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